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ABSTRACT

Today's contemporary management and motivation theories, as applied to the business of broadcasting, are the focus of the first section of this paper. It deals with the kinds and reactions of employees in broadcasting stations in relation to 11 motivational theories: (1) Theories X and Y, (2) Immaturity-Maturity Theory, (3) V Theory, (4) Z Theory, (5) Herzberg's Two-Factor Theory, (6) Expectancy Theory, (7) Vroom's Theory, (8) Achievement and Motivation Theory, (9) Consistency Theory, (10) Equity Theory, and (11) Contingency Theory. The second section presents a 7-step problem solving process for use in reaching solutions in the 10 case studies (on managing people or managing situation) that are outlined in the paper and intended to be used for analysis, discussion, and decision making. (EL)

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MANAGEMENT THEORIES AND BROADCASTING: A HANDBOOK

By J. Robert Craig and Wayne A. Hindmarsh

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MANAGEMENT THEORY AND ITS RELATIONSHIP TO SMALL MARKET BROADCASTING

An old saying goes: "Give a man a fish and he will eat for a day. Teach a man to fish, and he will eat for his lifetime." To paraphrase quite liberally as applied to many broadcast station managers: "Give a man a management theory and he has a way to manage. Give him all the theories and he probably won't change much at all."

Do all the vast numbers of books that cover management and motivation theory have any application to broadcasting today? Or, is the only way to motivate today's broadcast employees to remind them, "Do you know how many people out there want your job?"

This section explores today's contemporary management and motivational theories and applies them to the business of broadcasting. Obviously finding situations to apply to each theory could be a never ending task. Instead, this approach will concern itself with the kind of employees in broadcasting stations today, and the reality of how they tend to react.

Motivational theories in the workplace are an attempt to explain why people work the way they do. These theories have been based on conjecture, research, and, by some, on a mathematical model. Before beginning to examine the theories currently in vogue in today's management material, it needs to be accepted that there has not been a motivational or management theory proven to be "correct." The correctness of a theory in the scientific arena requires proof following scientifically approved methods of theory, hypothesis, testing and refutation or substantiation of the premise. Some of the following concepts lend themselves well to empirical study. Others fall short.

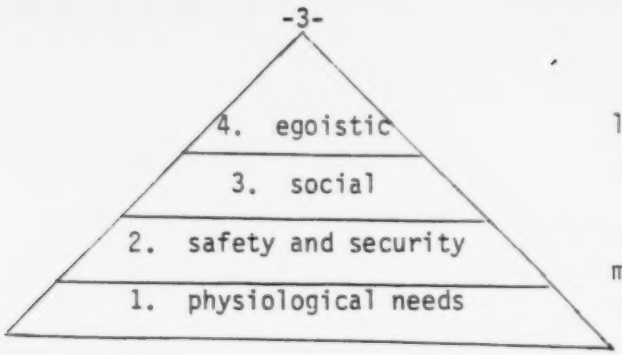
Theories X and Y

Many are familiar with Theory X and Theory Y Motivation Theory, first referred to by Douglas McGregor in his book Human Side of Enterprise. In essence, theory X provides the basis upon which theory Y relies as an alternative. Realistically, theory X tends to be more prevalent than managers would care to admit and personnel would prefer to work under.

Theory X is based upon the manager's absolute authority over the workers, coupled with monetary compensation as the primary motivator. Management's motivating strategy thus rests on a physical-moral authority power base vested in managers by virtue of their place in the personnel heirarchy. One does what management orders because one is further down the organizational ladder and looks to management for direction. Job satisfaction revolves around monetary compensation; ie, workers are expected to perform well because they are well paid. Such things as an attractive physical environment, social intermixture, and ego satisfaction are downplayed as inducements. The X theory manager would often be accused of utilizing a "shoot from the hip" style, relying on personal power to cover up mistakes brought on by decisions resulting from little (if any) thought. This theory evokes the style of New York Yankee owner George Steinbrenner who relies on large salaries and his own boisterous personality as motivators.

On the other hand, theory Y focuses its emphasis on collaborative efforts of people working for management that recognizes a variety of motivational methods. For McGregor, the Y manager is a humanistic leader familiar with employees on a more personal level who relies less on inherent power than an understanding of the employees' human needs. The needs in question are those listed in Abraham Maslow's hierarchy.

Maslow identifies four levels of human needs ranging from the most basic and demanding to those least basic needs that man strives for but many not always attain. The structure can be visually represented as follows:



Thus, a person's physiological needs such as food, drink, shelter, and clothing must be met before the person can seek to attain the other "higher" and less basic steps of need. The second level, safety and security needs, joins the physiological needs as more basic human desires. Job stability, an unthreatening home environment, and the desire for fairness and security on the job typify this level.

The second level already presents a break from the employee motivations utilized by the X theory since monetary compensation primarily satisfies only physiological needs. The Y theory manager's challenge lies in the integration of the work environment with an employee's quest to satisfy the safety and security level as well as the social and egoistic levels. A job should thus provide a sense of belonging to a group and the feeling of being accepted by one's peers (social) and hopefully satisfy the two types of egoistic needs: 1.) developing self-esteem, confidence, and a sense of achievement, and 2.) status and a reputation within the organization plus appreciation from management for a job well done.

In application, the Y manager tries to motivate personnel to find a satisfactory life withing the work context. The job becomes an essential part of the employee's daily routine and a key to fulfilling all the levels in Maslow's heirarchy. Company-planned social events, attractive fringe benefit packages, and the opportunity to participate in decision making (with resulting rewards and failures) are examples of attempts to realize a Y theory environment.

Immaturity-Maturity Theory

McGregor and his theories (X and Y) were a result of the work of Chris Argyris

and his concept called the Immaturity-Maturity Theory. Argyris says a person goes through a number of stages as he matures from a child to an adult. These stages are applicable to the desire of an employee to grow from immaturity in the job context to maturity. The stages (according to Argyris) are:

CHILD	ADULT
Passive State	Increasingly active
Dependent	Relatively independent
Behaving in few ways	Behaving in many ways
Casual shallow interest	Deep strong interests
Perspective short, present view	Longer encompassing past, future, and present
Subordinate to all	Equal or superior
Lack awareness of self	Aware of and can control self

From this basis Argyris said organizations try to keep employees in a state of immaturity. This is accomplished by job descriptions, work assignments, and routining industry jobs. Thus, the worker has little control over the environment. Since the motivational process is blocked by management's view, that work needs to be structured.

The greater the disparity between individual and company needs, the more the employee reflects dissatisfaction and tension. The effective manager will move employees from a state of immaturity to maturity. If this does not happen, employees become frustrated and act inconsistently with organizational goals. Employee motivation results from challenges on the job and growth from involvement in new tasks and work situations. The maturing employee realizes achievement of individual goals can parallel the broader need to attain company goals.

While primarily designed for the industrial setting, the Immaturity-Maturity Theory also fits entry level broadcasters. As beginning broadcasters become more comfortable with their jobs, they often desire expanded decision-making opportunities authority, responsibility and accountability.

V Theory

A more mathematically represented management approach is the "V Theory" proposed by Ward L. Quaal and James A. Brown in their book Broadcast Management. Using McGregor's Y theory as a springboard, Quaal and Brown develop a management theory purportedly attuned to broadcast management settings. In the V theory, managing is a bi-relational activity referring to either 1) actions constituting the process of managing, or 2) people possessing managing authority. Thus, the formula/theory depends on both a manager and a managee relating to one another through one or more directives in a person-to-person relationship. The manager issues a directive in as clear a manner as possible. If the managee understands the directive, it is up to that person to actualize - put the directive into effect. The interpersonal relationship envisioned in the formula allows the managee and manager to discuss the directive until it is as clear as possible what management wants done.

The V formula is thus represented:

$$V = (M \text{ -- } D)\ (a \text{ -- } m)$$

In the theorists' words, "The dynamism of management (V) is a function of the manager as subject (M) directing (D) the managee as object (m) to actualize (a) the manager's intention." If everything runs smoothly, the goal (where D = a) should be realized with the actualization taking a form as similar to what the manager conceived as possible.

V theory goals have two purposes or intentions: 1) a micro-intention defined as activity which establishes, maintains, or furthers the relationship between the manager and managee, and 2) a macro-intention defined as activity which establishes, maintains, or furthers the relationship between one unit or level of management and another. Because of these goals, the act of managing becomes vitally important in the V theory which emphasizes this act in isolation

or combination with the manager and managee's actions. This statement may be a rhetorical smokescreen that clouds the real thrust of the process, for what the V theory really boils down to is simply the traditionally sought after clarity of communication among staff members. To wit, a primary job of the V manager is to effectively communicate directives in a way that motivates the managee to achieve the D = a goal. Managee input is allowed when the managee and manager discuss the project seeking similar understanding of the D = a goal. Hopefully any ambiguities and misconceptions will be cleared up at this stage and the managee will set out to achieve what management has in mind.

A V formula manager recognizes that the managee may face some unforeseen obstacles on the way to actualizing the directive. The theory provides for such occasions in allowing managees to provide their own input during the actualizing step. This saves time (by giving the managee the power of choice without referring back to management) and money (by allowing managee actualization to take advantage of cost-saving alternatives). In addition, the managee receives the ego gratification implied when people know they are responsible for some form of decision making.

Less emphasized by the V theoreticians is the manager's personnel hiring role. As can be deduced from the foregoing discussion, V managers need to hire managees who can best fulfill the D = a goal. As such, the manager's job requires fine-tuned communication skills as well as the ability to recognize such traits in others.

Z Theory

The Z Theory is an outgrowth of the management style that has pushed Japanese industry into prominence in the world marketplace. There is no "formula" to study or neatly stated paragraph setting forth the theory's tenets. In general this theory relies on two important cornerstones: 1) the ability

of groups to achieve consensus and 2) traits inherent in the Japanese culture.

Z management is a group process relying on consensus to agree on a course of action. Group consensus recognizes that all group members agree a particular solution is workable, even if not preferred in its entirety by all group members. While an individual may oppose some facet(s) of the consensus, this solution is understood to be more compatible than other solutions bearing suggestions more onerous to the individual. Good consensus results when all group members believe:

1) The others in the group understand my point of view,
2) I understand your point of view, and
3) Whether or not I prefer the consensus decision, I will support it because it was chosen openly and fairly.

Unlike other management systems, the Z theory provides ambiguous responsibility for decision making, since consensus results from multi-faceted input. As a result, "blame" is difficult to pinpoint because each person in the group is seen as completely responsible for making the decision since they agree with the consensus solution. This "blame ambiguity" also allows others to step into a job when a group member is ill, disabled, faces personal problems, etc.

Another Z theory key which makes its application to broadcasting suspect is the Z employer and employees' tendency to view their jobs with one organization as their life's work. Since entry into many jobs in Japan is done on an apprenticeship basis, the amount of time the company puts into job training is perceived by the people as requiring loyalty once the training is complete. Job security also tends to be stable since assessing one's performance is done over an extended period of time and one error does not lead to expulsion from the company. Indeed, interpersonal relationships tend to be more informal than in American companies and trust (based on the belief that all employees share the same goals for the organization and no one is out to harm another) is emphasized at all levels.

Japan's clan system also affects a company's social structure, James Ouchi, in his Z theory text, defines a clan as an intimate association of people engaged in economic activity but tied together by a variety of bonds. These bonds may result from such things as family, school, or regional relationships. In the business setting, clanship tends to breed distrust of outsiders, and deviance from the group "norm" is not tolerated. In addition, Z organizations tend to be highly sexist and racist since they face no equal employment requirements as are prevalent in the United States.

Herzberg's Two-Factor Theory

Frederick Herzberg's Two-Factor Theory is often listed in many management books right after Maslow. The reason is the similarity between the two theories. Herzbert's states there are two factors in the work environment: hygienic factors and motivators. Hygienic factors, also known as maintenance factors, do not motivate. They merely prevent dissatisfaction. If present, these hygienic factors will not cause a growth in worker output, but merely prevent a loss of output. These hygienic factors are adequate salary, adequate working conditions, job security, fringe benefits, and interpersonal relations with supervisors, peers, and subordinates. If there is to be any motivation in the workplace, these maintenance factors must be positive.

The other factors are motivation factors. These have a positive effect on job productivity and include such things as recognition, work itself, advancement, possibility of growth, responsibility, and achievement.

Herzberg is not without his share of criticism. First, the original survey which Herzberg used to determine his factors was done with accountants and engineers. Some may maintain this is not a typical work force. Second, some additional research indicates different results, eg. what is hygienic to one worker is a motivator to another. In addition, people tend to assign satisfaction to their own

achievements and project dissatisfaction with company policy.

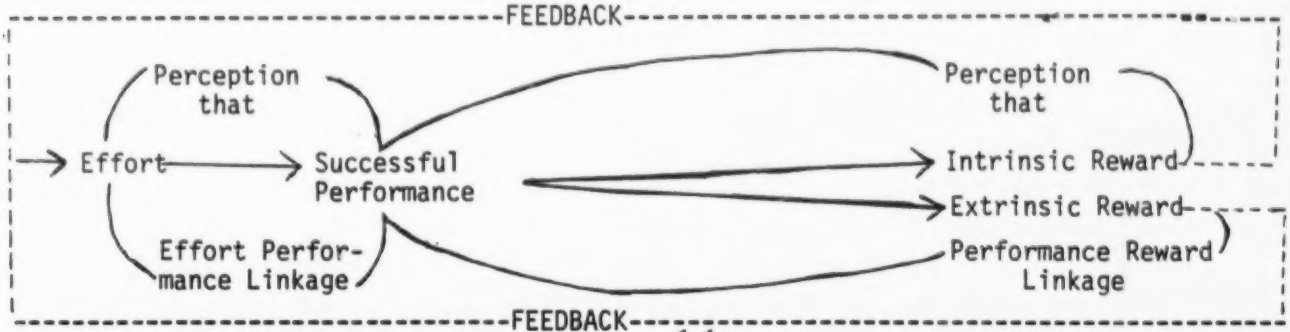
Once again to some critics, Herzberg's simplicity is his downfall. Some charge the Two Factor Theory exemplifies oversimplification of complex human motivation. To wit, it is highly unlikely that human beings in many cultures with different abilities, experiences, attitudes, and learning patterns will always be motivated by the same set of motives.

Expectancy Theory

"Don't count your chickens before they hatch" is an American saying that most everyone has heard. It is the expectancy of the future which led two individuals, Porter and Lawles, to develop The Expectancy Theory (also known as the Performance-Expectation Theory and the Instrumentality Theory). The theory says a person will be motivated to produce at a high level if he/she perceives his or her efforts will result in a successful accomplishment. (Effort-performance linkage) In addition, the successful performance has to be seen as resulting in desired outcomes. (Performance-reward linkage) These desired outcomes can be of two types: intrinsic or extrinsic.

Intrinsic rewards relate directly to work--how interesting and challenging that work is. Intrinsic rewards can be described as a sense of accomplishment and self-actualization. Extrinsic rewards are not directly related to work. They might be salary, working conditions, and status.

Expectancy Model



These rewards (intrinsic or extrinsic) must be perceived by the individual as equitable to the effort expended if satisfaction is to occur. Performance also influences perceived equitable rewards. What the individual perceives as a fair reward or effort will necessarily affect the satisfaction derived. The actual value of rewards will be influenced by satisfaction.

The Expectancy Theory is the most popular based on research currently being done. But this theory also has its shortcomings. 1.) It is based on hedonism. The concept is inadequate to explain human behavior. 2.) The theory does not explain individual differences in ability to calculate expectancies. 3.) It does not explain individual differences in number and type of consequences people consider when making decisions. 4.) It ignores unconscious motivations of behavior as well as impulsive behavior.

Unlike Herzberg's model, the Expectancy Theory views motivation in more complex terms. In this model motivation is not seen as just a simple case of cause and effect. In fact, managers utilizing this model are required to assess the award structures of their workplace and determine if the rewards are creating the desired worker motivation and performance. In addition, managers have to reinforce the learned behavior of their employee(s). If an employee does something right, by the manager responding in a way the employee finds satisfying, a causal relationship is established.

Vroom's Theory

Closely related to the Expectancy Theory is the theory extolled by Victor Vroom. Vroom expressed motivation in a mathematic equation: Motivation = ΣValence X Expectancy. There are three concepts critical to Vroom's theory: Valence, Expectancy, and Force (motivation).

Valence is a person's preference for an outcome. It ranges from Positive (does work) to 0 (indifferent) to Negative (does not work). The valence is

positive if a person prefers to attain that particular outcome. The strength for an outcome is not based on its intrinsic property, but on the anticipated satisfaction associated with outcomes to which it may lead. As an example, a person's valence for overtime work is not based on the actual attraction of overtime, but on the satisfaction anticipated from promotion or extra income.

Expectancy is the probability that a specific action will yield a particular outcome. It acknowledges there is a degree of risk in all outcomes an employee seeks. Expectancy in Vroom's theory ranges from 0 (no chance) to 1 (certainty).

Finally, there is the concept of Force. Force is expressed as the algebraic sum of the products of the valences of all outcomes and the strength of the expectancies that the act will be followed by the attainment of these outcomes.

Critical to Vroom's concept is one additional dimension Vroom calls situation variables. These variables affect the valence of possible outcomes. They consist of such things as knowledge of previous outcomes and acts, the frequency of their occurrence, and the desirability of that outcome.

Vroom's theory, while difficult to understand, is also difficult to research and apply to practice. The theory indicates motivation is a more complex thing than the approaches of Maslow and Herzberg. A question begging to be asked is: can you put a number on, or reduce workers' attitudes to, numbers? Testing Vroom's contentions has been very difficult.

Achievement and Motivation Theory

David McClelland did extensive research in the 60's concerning a worker's need to achieve. From his studies he developed McClelland's Achievement Motivation Theory. His theory says there is a minority of employees with a high need to achieve, or an "ACH motive." They show a large reservoir of potential energy. Basic motivations and needs channel and regulate the flow of that energy. High

achievers have a tendency to seek and assume a high degree of personal responsibility, take calculated risks, and set challenging but realistic goals for themselves. In addition, they develop plans to help attain those goals. They use measuring techniques to indicate the results of their actions and will continue to seek out opportunities where their desire to achieve will not be thwarted.

McClelland identified three major motives for work: 1.) a need for achievement, to excell in relation to standards; 2.) a need for affiliation, a need for friendly and close interpersonal relations; and 3.) a need for power, to be able to make others behave in a way they would not have done otherwise.

All members in a culture have these same needs or motives. The difference is the relative strength of these motives. The item that triggers a particular motive is the situation with which the person is dealing. Each need or motive causes a different pattern of action and thus a different kind of satisfaction. According to McClelland, "The feeling resulting from achievement is a sense of accomplishment. The feeling resulting from affiliation is warmth due to being well received by others. Power brings the feeling of being in control, of being influential."

McClelland suggests that achievement motivation can be taught. It requires programs that emphasize prestige, practicality of effecting changes, teaching the language and thinking patterns of high achievers, emotional support of class members, and transmitting research evidence on achievement drive.

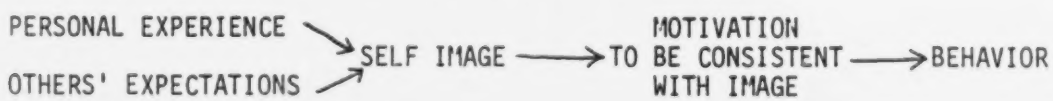
McClelland has found that his Achievement Motivation Theory helped him identify that managers have a high need for achievement, and also that different levels or kinds of workers have different needs. This was specifically supported by survey work done by Texas Instruments on motivating workers.

Consistency Theory

The 1970's saw a new management concept theory begin to attract attention. The spokesman was Abraham Korman and the theory became known as Consistency Theory. Korman said, people have to do three things to be effective: 1.) achieve their duties on the job, 2.) keep interpersonal conflict under reasonable control, 3.) be creative and adapt to a changing environment. The theory explains how a person can achieve these goals.

The motivation process is a function of the drive to be consistent with beliefs about the nature of self, others, and the world. Belief systems leading to different levels of achievement, creativity, and aggression are a function of and develop in the same types of environment. Changing the environment in a certain direction (specified by the consistency model) will result in change in achievement, creativity, and aggression.

The basic motive for behavior is to balance one's self-image. The presumption is we want to learn about ourselves and others in order to establish these self-images. In a graphic form, Consistency Theory becomes:



Equity Theory

The Equity Theory has also been called the Social Comparison Theory, Exchange Theory, or Distributive Justice Theory. This theory's basic concept is that awards are important to motivation. According to this theory, motivation is raised leading to performance on the job and satisfaction based on the degree of equity the employee sees in the workplace.

Equity is the perception an employee has of his or her input (effort) related to outcome when compared to similar input and outcome of co-workers. Tension is caused by inequity. The greater the perceived inequity, the greater the motivation

to reduce tension. Inequity is perceived when he or she is under rewarded or over rewarded. Perceived inequity is greater when he or she is overpaid. A person overpaid (in an hourly or piece-work system) will perceive inequity and produce more or higher quality goods than an equity paid person. The inverse of this is also true. Under rewarding causes under production. Rarely is equity reduced by changing the reference person or group. According to this theory, a person seeks to maximize positive outcomes and minimize efforts.

Contingency Theory

A new school of management theory was created as an outgrowth of World War II. It became known as a Systems and Contingency Management Approach. Some texts list it as a management theory- others as a leadership style.

The contingency approach to management states all motivation needs to be viewed from a systems and contingency approach. One of this theory's key concepts is that interpersonal and group values are superior to managerial or individual values. This makes employees vulnerable to group attitudes and pressures. Thus, if managers do not have the enthusiastic support of groups they supervise, they will not motivate individuals to a significant degree.

Complimenting this concept is a study by Fred Fiedler which suggests specific leadership styles are determined by situational factors. The major findings of Fiedler's contingency model are: 1.) People unsuccessful in one leadership situation may be quite successful in another; 2.) No set of personality traits or leadership characteristics will determine an effective leader for every situation; 3.) There is no ideal leadership style; 4.) There are some guidelines to help management to predict the appropriate situation for a specific leadership style; 5.) The model suggests some possibilities for changing the behavior of leaders to fit the situational requirements. In cases where this cannot be, Fiedler suggests

the possibility of changing to match the behavior of existing leaders.

To put this another way, there are forces that increase productivity and forces which limit productivity. A manager can improve productivity by reducing restraining forces or by strengthening driving forces. Thus, managers can indeed create a climate around which motivation can be reduced or increased by taking into account differences between individuals, groups, times, and organizational climates. "Realizing that motivation requires a situational approach acknowledges there are few pat answers or panaceas."

THEORY VS. STATION RELATIONSHIP

Now that one has all this information--what does one do with it? In the small and medium market, broadcast managers are faced with the question: "Do only major market managers have time for this theory stuff?" Or, can there be some relation between theory and the smallest of stations with a staff of four to six people? We believe there is. Relationships exist in the smallest of broadcast stations. While the communication channels are not as complex in a small market, (as compared to a large market station) the same basic problems exist whenever two or three people begin to try and work together as exist with 40 or more.

The station manager needs to accept some basic philosophical points. Managers wishing to motivate employees cannot determine the degree to which employees will be motivated. Employees must willingly motivate themselves. A manager can only attempt to provide favorable conditions for employees' self motivations.

However, along with this acceptance of individuals having to motivate themselves, the manager must be temperate in his use of psychology to "control, dominate, and

manipulate." Peter Drucker calls this tendency with the new psychology of management "self-destructive abuse of knowledge. It is also a particular form of tyranny."

The broadcast facility manager, needs to be concerned with both environmental and personal aspects of motivation if he is truly concerned with productivity. There are unique view points each management theory professes. These perceptions need to be absorbed by the manager and then applied as situations dictate.

From our experience, the environmental aspects of management have concrete applications to broadcast management. Herzburg's Two Factor Theory and its hygienic factor apply here. The broadcast business relies heavily upon electronics and technological innovation. When one finds equipment in a state of disrepair, the fulfillment of work requirements is hampered. The result is internal frustration by the employee, and disgust (or at least discontent) that management does not "care" if the job can be done.

Small market broadcasters frequently use entry level employees. These people have a high degree of energy and enthusiasm. They really do want to work. (In the pure sense, Theory X type workers would probably never begin to try and make a career in broadcasting.) But take this energy and run it up against failing equipment, and disappointment begins to color both attitude and work. It is amazing at times to see the poor quality of equipment in broadcast stations and the failure of management to see the correlation between this equipment decline and development of a negative work attitude among employees.

Another condition faced by small market stations is limited work space. For example, one broadcaster started in a station totaling 625 square feet. This housed an AM transmitter, one studio, automation equipment, the boss' office, and one larger office for everyone else. The lack of space created a lowered production. Audio production facilities were insufficient for the size of staff. This resulted in a compromise of all around production quality and further delays from equipment failure.

In another small market situation, four sales people share one desk. There is no privacy for business calls. Production facilities produce a poor quality on-air sound. This may explain why this station suffered a 500% turnover in personnel in 1983.

If Theory X has problems of being the mainframe management philosophy for broadcasting, can Theory Z be possible? Can a broadcast organization be run by committee at the small market level? The answer cannot be a simple yes or no. Perhaps it would be better phrased as "probably not." This may result from two distinct realities common to the majority of small market stations: 1.) turnover is frequent and a totally new staff in two years is not unusual, 2.) the Federal Communications Commission tends to focus responsibility for station operations on individual rather than committee(s).

Few employees view radio as a career-length commitment. Theory Z requires a consistency in group membership to achieve consistency in goals. Planning and decision making are continuous group processes. The liklihood of small market stations employing enough personnel to staff multiple groups is slim enough, but when the lifelong commitment groups require is also factored in, it becomes obvious the Z theory has little validity in small amd medium broadcast stations. Additionally, it is hard to imagine a small market station with enough maturity to handle the discipline Theory Z requires in both participation and the acceptance of group decisions. Frequently in Japan a group deciding an issue will assign the finding of a solution to the group's most junior member. This individual knows a solution must be found, but frequently has no idea what it may be. He thus consults all members of the group for suggestions and ideas. He is educated by all these different viewpoints and then processes this information to a consensus kind of decision. Rare would be the small market station allowing an employee, fresh from educating, to decide sensitive issues.

It may also be that the very nature of small market broadcasting, the youthfulness of employees, and (in some cases) the lack of formal education required to do most jobs, inhibits Theory Z organizational approaches. Fresh out of broadcast school with 16 weeks of training may not be sufficient to help decide the best financing plans for the purchase of a piece of equipment. Nor is it training enough to deal with legal questions such as Fairness Doctrine requirements and equal time provisions. The time necessary for this junior employee to pick others brains is often too short.

The second point concerning Theory Z is the nature of the accountability for the Federal Communications Commission. Who will take the heat? Theory Z has the committee shouldering responsibility for decisions. One wonders if the FCC can accept that premise from small market stations. While it is true that some chains of broadcast stations are run by committees and/or boards of directors, even these broadcast groups have an individual at each station who represents the station both to the board of directors and the FCC.

"If not Z..."

The reality of small market broadcasting is most stations have to deal with the low pay offered entry level people. If anything, management has to offer more to its employees in the way of rewards. If the reward cannot be financial, then they must be something else: growth, status, recognition.

Many different management theories postulate there is a desire in everyone for growth, and that recognition and accomplishment are positive ways to improved performance. Maslow says the second highest need is esteem. Herzberg points to motivation factors like advancement, the possibility of growth, and achievement. The Expectancy Theory says that intrinsic rewards like accomplishment and self actualization can create a desire for effort and successful performance. McClelland says that people have a high need for achievement. Even Theory Z and Theory Y imply that a worker desires to excel.

Why is there so much said about insensitive managers in the small market setting, or (for that matter) in the broadcast industry overall?

Perhaps this insensitivity is reflective of the broadcast industry and the maturity and competency required of those who choose to be in it. Basically this industry has yet to mature to a higher level of managerial achievement and leadership. Today's manager often followed the progression from on-air shift to sales staff where (if top biller) he became the sales manager. The logical next step is station manager. Thus the manager today often has nothing more than all the manager knowledge a broadcast school certificate indicates. His formal education (while weak) is backed with the "real school of experience."

Yes, the school of life does teach lessons, but they take a while to experience. They are limited to one person's viewpoint and his perception of its meaning and impact. In other words, managerial decision making takes place in a variety of situations based upon the manager's singular perception(s). His perceptions have rarely been challenged by research, or alternative methods, of decision making. The manager tends to generalize a limited number of real life experiences and developes a managerial style that lacks a strong theoretical basis.

The industry's immaturity is shown by the almost "Kirby School of Motivation" discussions that the industry has at its national meetings. Only within the past few years have some companies (Young and Walker, for example) mentioned things like leadership styles as indicated by Grid approaches and Contingency Leadership.

Attend any meeting and you'll hear still the "rah-rah" kind of motivation for sales people and on-air staff. It's this "let's sell one for the Gipper" attitude that needs to be changed. Industry after industry is concerned about worker motivation. Business school after business school spends considerable time discussing the need to examine causes of better work performance.

The broadcast industry has to begin examining its conception of management and

worker motivation from a more critical viewpoint. It needs to provide (by formalized training) future station managers a more contemporary view of today's employee. The ability to motivate those employees will spell out the individual success of thousands of broadcast properties. Broadcasting's increasingly competitive environment coupled with an employee(s) pool less likely to respond to a Theory X management style necessitates familiarization with contemporary motivational theory by the station manager.

It seems that Scott Myers may have hit it on the head when he proposed these thoughts in his Harvard Business Review article. "What motivates employees to work effectively? A challenging job which allows a feeling of achievement, responsibility, growth, advancement, enjoyment of work itself and earned recognition. What dissatisfies workers? Mostly factors which are peripheral to the job: work rules, lighting, coffee breaks, titles, seniority rules, wages, fringes, etc... When do workers become dissatisfied? When opportunities for meaningful achievement are eliminated and they become sensitized to their environment and begin to find fault?"

The challenge for those involved in training tomorrow's broadcasters is to instill in them a desire to continue to learn about management and the advancements of management and motivational theory. This awareness of the possibilities of creating positive motivation and increased performance can make broadcasting as a career more attractive. Broadcasting owners and managers should aspire to implemin-ting business principles as do their counter parts in other industries.

Problem Solving and Case Studies

The following section contains a series of management situations for analysis, discussion, and decision making. In general, these cases deal with two topics: managing people and managing situations. Some are structured for an immediate response that might change attitudes regarding management theories we hope we can follow in tension-producing situations. Others allow for reflection and an opportunity to utilize the problem-solving process discussed below. The authors leave it up to the reader to determine whether there are any "corect" answers for these situations.

The problem-solving process listed below derives from numerous sources and tends to be so obvious as to invite derision. However, many problems have been muddled through to inconclusive or negative results for failure to follow the obvious for whatever reason. The seven steps thus presented provide a format to refer to in the hope that a semblance of consistency in reaching solutions can be attained.

The steps:

1.) Define the problem.

2.) Gather information.

3.) Interpret the information.

4.) Develop possible solutions.

5.) Select the best solution.

6.) Implement the solution.

7.) Evaluate the solution's effectiveness.

While course professors prefer to develop this procedure in various manners, several key points to the process' success should be emphasized.

It is essential that the problem be clearly stated and, if more than one person is involved in seeking a solution, preferably written down for reference. A mistake often made lies in assuming everyone shares the same perception of the problem, when, in actuality, numerous perceptions abound. Rely on discussion and feedback

to clarify misperceptions before moving on to seek information. Much effort and money have been wasted in the past because of laxity in refining group understanding of the problem.

Another important step in the process revolves around developing as many different solutions to the problem as possible. At the outset of this step all suggestions, no matter how outrageous they may sound, should be encouraged. Negative feedback should be delayed to encourage all group members to pose suggestions without fear or ridicule. Members should be especially sensitive to the presence of introverted individuals who need to be directly asked for recommendations lest their contributions be lost in a hail of rhetoric from more outgoing group participants. Proposal refinement should begin only after all possible solutions have been presented.

The step from developing possible solutions to selecting the best one usually involves reaching consensus. As the possibilities are narrowed down, the best aspects of the various suggested solutions should be melded together into a preferred solution agreed upon by all group members. This is obviously more difficult than it may initially appear since disagreement will surface regarding what suggestions to keep and which to discard. It is often difficult to support a solution which does not contain a favored phrase or suggestion that the group discards for another. Thus, consensus should be reached only as the result of open discussion where all opinions are valued.

Following implementation, the solution should be evaluated at pertinent intervals. Difficulties not forseen during problem-solving can be handled and, in some cases, recognition of the need for new solutions may arise if the initial proposal is found inappropriate in practice.

Please keep in mind that the problem-solving process itself can pose problems resulting from personality clashes, mistrust, or misunderstanding steps in the process by individuals or group leaders. If the process is used individually, that person will need to determine the extent of outside input required to reach a satisfactory conclusion. When used in a group setting, it is important for all group members to participate and encourage participation by others--especially in situations where one or two forceful personalities threaten to dominate the group.

Case One

Station WCCC is a Class A FM radio station in a very small town of 2300 people. Around the city of license are a number of similar size markets. Some nine stations can be heard in this fifty mile rural area. Station WCCC's staff feels that public exposure is important for their survival. (They have been on the air just two years.) The staff of WCCC takes part in many civic events including appearances in parades.

You are the station's general manager. One Saturday, you are doing the afternoon shift that runs from noon until 6 p.m. You do this shift whenever a parade is going on in a surrounding town so all the air staff can be on the WCCC float. A parade is scheduled to take place in Northbranch. Your program director, James Jackson, has taken the air staff there while one of the salespeople has cleaned up his car to tow the float in the parade.

At four thirty Jackson comes into the air studio with a frown on his face. "You're not going to believe this, boss." Jackson goes on to tell how the parade had started about 40 minutes late. Since it was hot and very sunny, some of the staff had gone to their cars to wait until the parade started. Mary, WCCC's best female air personality, and another weekend jock, Cara, had gone to Cara's car. Jackson continued, "I tell you I couldn't believe it! I'm walking by their car and there they were smoking a joint! Right there in broad daylight. Windows down and everything. I didn't do anything, though--I decided to wait until I talked to you. I guess you ought to know they behaved all right on the float during the parade. But I don't think it's right. I think Cara is a real big problem brewing for this station."

"Any of the other staff see them?" you reply.

"Only Brade. He got classes off today from law enforcement school."

You ask Jackson to tell both employees you want to see them in your office Monday at nine a.m.

Mary is probably your best employee. Cara has often shown up late for work. Nothing bad happened as a result of their pot-smoking escapade, but people milling around the parking area could have seen your employees puffing away.

Questions: What do you do about Mary and Cara? What arguments might you forsee from the women and how can you prepare to answer them? Realistically, how much difficulty is a situation like this for your station's image?

Case Two

Jane and Bud Smith are a husband and wife team that took over WBBB when it was lacking both listeners and sales. Bud has become both program director and morning air personality. He runs production, does all scheduling and is responsible for all promotions.

Jane is in charge of all sales, and also fills the Station Manager's position. Her responsibilities include hiring and firing except for air staff, and answering (along with Bud) to the 15 member board of directors.

Within one year of taking over, sales increase dramatically. The audience also increases. Now ARB's show this station the number one regional leader in all age groups except 55 and over. Along with the station's new-found prosperity comes more and more sales. The bottom line is very favorable.

One morning, Jane arrives to work at her usual hour and finds on her desk a handwritten letter from her husband. He informs her that he has run away with the receptionist the previous night. He has taken some money but left most for Jane and the five children. He is sorry, but he knows he will be happier now.

As Jane finishes reading, Bob (the production manager) comes bursting into the office. He says, "I've had it with your salespeople not typing their copy! Jane, why can't your people follow directions?"

Question: How does Jane respond? Put yourself in Jane's place. What would be your initial reaction to Bob's outburst? How does your reaction relate to the various management theories discussed previously? More importantly, how would your reaction fit into the management method you personally prefer to follow? Is it consistent with your ideal?

Case Three

You are the owner of a group of radio and television stations located primarily in middle-size markets. A property listing shows four AM radio, two FM radio, and three VHF television stations in your portfolio. The fourth AM radio station is a recent acquisition and, following a shakedown period when you agreed to retain station personnel hired by the previous licensee, you find that it is the weakest station in your group. A need for change is pointed to by the research you have just received studying the market and your new holding's place in it.

The station sits comfortably enough at 5,000 watts while running what might best be described as a "county service" format. This programming theory entails a varied music mix catering to business people during morning drive, housewives from mid-morning to mid-afternoon, teens from three to seven o'clock, and a mix of traditional middle-of-the-road and ethnic music until sign-off. A feature of the morning schedule is the "Community Focus" program which has run for the past 15 years. Each week from Monday thru Friday a remotes crew sets up at a predetermined location in a different town in your county of license. Guests ranging from the mayor to officers of service groups and elementary students are brought in to focus on community activities. While expensive from the production side, the "Community Focus" program keeps the FCC happy and usually breaks even while occasiona showing a modest profit when merchants in larger towns can be tapped for sponsorships.

Competing with your station are another AM station and two FM stations in the city of license. The FM's rate as the top two stations in the market while splitting up the audience with "Top 40" and "Contemporary Country" formats. The other AM station ranks a close third with your new property and runs a combination oldies and talk format (music primarily from 7 a.m. until 5:30 p.m. and news and interview/ conversation/phone-in blocks the rest of the evening until a 1 a.m. signoff).

Following a meeting with the station's general manager, you decide it's time

for some personnel changes--especially since the G.M. defends the county service format despite an overall profit deficit for the past three years. Defense of the format prompts you to send the G.M. packing and advertise the position. As the licensee, determine the following:

1) What qualifications will you list for the position?
2) Rank your qualifications in their perceived order of importance.
3) How will you go about advertising the job? What costs will you incur?
4) What other personnel changes might you consider? Should you also advertise these or hire the new general manager first?
5) Look at this situation from the position of job applicant. The station owner has invited you for an interview. How should you prepare for the interview and what suggestions might you make to improve the station and its competitive position in the market?

Case Four

As programming director for a university-licensed public radio station you have noticed increased interest in jazz programming in surveys of your listening audience. The reports show high acceptance of a one-hour jazz block scheduled daily from Monday to Friday from 7 to 8 p.m. and a trend toward preferring more jazz programming during weekend hours. Closer examination of your two most recent fundraisers show jazz as the top music form preferred by area donors. By music preference the list breaks down as follows:

Format	% donors listing as favorite
1) Jazz	42%
2) Classical	26%
3) Folk	23%
4) Opera	9%

In an attempt to boost jazz programming and listenership you decide to discontinue broadcasts of the live performances from the Metropolitan Opera in New York on Saturday afternoons. Provided by the PBS network, the Met Opera has a tradition going back to radio's "Golden Age" and a small, but hard-core, following in your listening area. Your decision to change the programming schedule is due in-part to availability of the opera broadcasts on another public station located 65 miles to the east of your tower. In essence, you feel that you are providing public radio listeners with a choice on Saturday afternoons while programming to a larger group of potential contributors.

After the schedule change is announced, you begin receiving numerous phoned and written requests to reconsider dropping the opera. Letters opposing the change begin to pop up in the city and campus newspapers, running 5-1 against your decision. A small group of opera buffs appeals to the university's Board of Trustees which holds the station's license. Among the group's claims are a general inability to pull in the opera on the station 65 miles away without purchasing an expensive

antenna and feeling that a public station should provide programming for a diverse mix of tastes. The opera group concedes that the station programs a lesser-known opera company on Tuesday evenings, but notes the Met's historical significance and the need for opera more than one day a week.

Sensing a potentially poor public relations situation, the trustees request an explanation of your decision.

How should the programming change be handled? Are there valid reasons for reconsidering the change? What alternatives might be available? How could the change be implemented while causing less public uproar?

Case Five

Your Radio Station is an AM-FM combination located in a town of 15,000 serving the northwest corner of your state. The AM airs from 7 a.m. - 11 p.m. at 1,000 watts and the FM runs from 7 a.m. - 2 a.m. at 50,000 watts. No competitor radio stations are closer than fifty miles and generally do not figure as rivals for advertising in your market. Some of your advertisers buy time on the VHF television station in the community fifty miles to the south, but these businesses are also buying a strong schedule of ads from you. The only other outlet for the advertising dollar in your community is the town newspaper with which there has been a more-or-less peaceful coexistence during the twenty years you have been on the air.

While your community of license is only 15,000, it is the largest population center for an eighty mile radius with the exception of the 65,000 residing in the town fifty miles south. Otherwise, within forty miles the only communities are small hamlets of between 150 and 500 people.

Recently, however, a new factor has been added to the advertising market. Because of the scarcity of broadcast stations located in your area, your town has been one of the first communities in the country granted a low power television license. While it is still uncertain how extensive the LPTV station's programming will be, the owner has begun an agressive promotion campaign to acquaint area viewers and advertisers with the new station. Sign-on is still eight months away, but the new station's salesperson is already making contacts with most (if not all) of your best customers touting "television advertising at radio rates." Indeed, during sales presentations your AM and FM rate cards are compared with the initial rates for the low power station.

Your sales staff is beginning to receive more resistance from advertisers who like the idea of their product, business, or themselves being seen on television. As a result, projected advertising income is down for the quarter during the LPTV station's sign-on. In addition, government forecasts do not forsee any economic

growth for the next 9-12 months. Since your market is sparsely populated, there appears to be only so much advertising money available.

What sales and promotion strategies can you develop to counter the LPTV's incursion into your market? Discuss possible strategies as well as additional information you might require to make your decision more viable.

Also look at this situation from the LPTV station salesperson's point-of-view. The "television advertising at radio rates" idea has been touted to area merchants. What else can be done to break the radio-newspaper hold on the advertising market?

Case Six

You are running a small television station, a UHF, in a resort town of Northern Michigan. The recession has been going on for some two years. It is March, the controller just called and talks to you over the phone, "thought you'd like to know, that the average length of time any bill is owed to us here at WKKK before payment is averaging 55 days...up 15 days since we last took a look at this three months ago. By the way this is up 20 days from a year ago. I think a problem is developing. Station sales are also down for this first quarter some 9%. So that's the way it looks from here. How's the family?"

Finishing the conversation you notice it's three o'clock and the Monday afternoon sales meeting is going on. You decide to walk in. What are you going to say to them?

Two months later, the phone rings and it is the controller again. "Just got the info back from the computer and frankly I'm concerned. The average age of an account is now 60 days, our bad debt percentage has increased some 5%. Sales are down now 9.5% year to date. And our capital reserve has diminished from $60,000 in March to $20,000 now. Cash flow is obviously down. Frankly, our accounts payable are up 15% from a year ago. I think you'd better start to do something in that sales department of yours unless you want some payless paydays."

You buzz the sales manager. "Kline, get in here..." It's his department, so you decide to talk to him first. What will you say?

Three months later....

Its been a long day, what with handling a sales list again plus running a sales department. Now just when you want to go home, on the phone is corporate headquarters. The president wants to talk to you. You pick up the phone and the tirade begins, "What the hell is going on up there!!!? I've just got the figures in and frankly I am not pleased. No, not pleased at all! Sales down 12%. Accounts receivable now at 85 days before the average bill is paid. If it's paid! Bad

debts up substantially, accounts payable the highest of any station in the group. Turnover in sales staff is almost 100%. And you have no cash reserves. I tell you, and you'd better damn well listen, corporate is not covering the next payroll this Monday. You either collect the $18,000 you need or else you and that staff go hungry. I tell you that your job is becoming questionable. Frankly, I can't understand this at all."

It's 5:15 p.m., time for the afternoon end of the day sales report. You walk into the sales office and begin to speak. What are you going to say?

Case Seven

Television station WAAA serves the population of a city with just over 85,000 inhabitants. One of the primary industries (employing about 17% of the area's work force) is an automobile manufacturing plant run by one of the big three American automotive companies. As with many assembly line plants, production has decreased to the point necessitating a layoff of two thousand plant workers. The parent company has cited the popularity of foreign cars and the resulting effect on the new car market plus an unstable economy as reasons for the layoffs.

At the television station, you are beginning to see the effects of the layoffs from some of your major sponsors who blame the layoffs for a slowdown in consumer spending. As a result, the advertisers have less cash for time buys with you.

Following the layoffs you are approached by representatives of the local autoworkers union with a request for some form of free air time and production help to urge people to choose American made automobiles over their foreign competitors. The union leaders base their appeal in part on their reading of the Fairness Doctrine, claiming the buying choice in your coverage area presents a controversial issue of public importance due to the large percentage of the work force associated with the automotive plant and the fact that the layoff problem is being discussed by a wide range of the citizenry. In addition, the union group points to the various commercials the station carries for various foreign cars as presenting information detrimental to the welfare of the local plant. These commercials are seen by the union representatives as supporting one side of the buying choice issue.

While recognizing that WAAA also carries commercials for American made cars, the union feels that the station has a public interest obligation to the community to provide the free air time they seek for messages explaining how foreign car purchases adversely affect the local community.

As the station manager you need to prepare a response addressing several issues: 1) Does the union have a legitimate case based on Fairness Doctrine rules? 2) How will you respond to the idea that the station has a public interest obligation to provide free time and production help to disseminate the union's message? 3) What alternative proposals might be made to prevent similar requests from every organization feeling slighted in some way in your coverage area?

Case Eight

As manager of a cable television system in a town of 123,000 you have participated in all phases of the operation from preparing the franchise application to spot checking amplifiers along your heaviest used routes. You have been in operation for six and a half years, and the service has seen a steady (if unspectacular) rise in subscribers. Your channel offerings supply stations affiliated with the three major commercial networks, one public station, two independants, an access channel, and cable-only networks providing full-service news, religious, and children's programming. For an extra monthly fee, subscribers can purchase additional services featuring two superstations and cable channels specializing in music, sports, movies, general programming, and business news.

You have received inquiries about offering an adult programming channel that mixes R and PG rated films with various forms of nightclub-type entertainment and issues/discussion programs with a politically liberal focus. Enough inquiries have been received during the previous two months to convince you to investigate adding the channel to your offerings. You discover that the programming mix described above is accurate. You also propose that this service will be offered only to those who wish to purchase it. Homes not wishing to receive the programming will find the picture and sound scrambled as they turn past the channel.

Members of an anti-pornography group have heard about your investigation and request a meeting with you. Several issues are raised including concern about children being exposed to the racier shows if someone in a neighborhood purchases the service. Others oppose the channel because they feel it debases women and men, while others protest the liberal attitudes displayed in most of the programming.

Your plan calls for the channel to be available only from 9 p.m. - 2 a.m. Again, only those who purchase the service will receive it, and based on the number of inquiries a market appears to exist. The end result leads you to plan to offer the channel.

The anti-pornography group files for a public hearing in front of the city cable advisory board. While the board has no censorship power over your programming selections, the anti-pornography group members know that your franchise agreement is up for renewal in a year and a half. A large group turns out for the meeting and sentiments are obviously against you. The cable advisory board takes no concrete action, but you know the citizens group is eyeing your final decision. What will it be? What other research can you initiate to aid your decision? How deeply should you be concerned about a threat to franchise renewal?

Case Nine

You are the G.M. of a television station in a town of 15,000. Recently the town was rocked by a drug bust where some 50 teenagers were arrested at a party where controlled substances were in use. As a result a tremendous outpouring of parental and adult concern led to a citizens group planning a one day drug awareness event. Your television station was sought out, to take part. During this drug awareness event, money would be raised to form a drug treatment center. You agreed to devote your entire late afternoon and evening program hours to a live broadcast from the local shopping center where the drug awareness public event was to take place. There will be additional production costs involved which you estimate to be $7,000.00, including personnel wages. A citizens group agrees to raise the money ahead of time, and a county commissioner takes up the chairmanship of this fundraising. Meanwhile, you and your staff work on the telethon details.

It is now the morning of the telethon, into your office walks Commissioner Smith. She sits in a chair and in a soft voice explains how raising money was difficult...they encountered more resistance than they anticipated, and that only $2,000 was raised to cover the cost of the telethon. But she quickly adds, what they could do is take the first $5,000 raised, and give that to the station. After that, all monies raised would go to the drug treatment center. Your intercom rings, it's your engineer, the remote bus is set to leave for the shopping center to set up for the remote. Is there anything I need to know, asks the engineer.

You hesitate...Should you still do the telethon?

Part Two...

If yes, continue...

If no, go to page 40

It's the day after the telethon and your headache from last night is still pounding away. The total money raised was $4,589.00. All of which will have to go to you. The telethon went all right, but you've just had your first complaint call. Now on the phone is Mr. Charles Smith, Chairman of the Board of the city's largest bank, "I thought I'd call to let you know how disappointed we are here at Third Savings, over the information we received on your station. I mean, really, all the money raised went into your coffers and not one cent to this fine drug treatment center. I think you had better rethink your position immediately. I'll have you know I and others are doing everything in our power to spread this word about your unethical conduct. Furthermore, if you do not return all the monies raised we will do everything we can to get your station off the air. We can influence a lot of financial matters...say for example, advertising. Goodbye."

Stunned, you think for a moment. Then pick up the phone to call President Smith of Third Savings bank. He comes on the line and you begin to talk.

What are you going to say...and what about the money?

If no.....

"Yeah...we aren't doing the remote." Ms. Smith jumps to her feet, "You aren't doing the telethon? Why not? "Because, you, Ms. Smith, did not come up with the money. And I cannot just do this for free." "You can't do it for free! What about serving in the public interest? What about the drug treatment center? What about your responsibility to the community? Wait till the Board of Commissioners hears about this. I tell you, and I'm not kidding, you and your money hungry station are going to regret not doing the telethon, just wait till the papers hear about this!! By the way, is it too much to get the address of the FCC from you?" She turns and storms out of the room.

As Smith storms out, Stevens the public relations man walks in. "Just heard we aren't doing the remote. Not a good move from where I sit." As you explain to Stevens what is going on, the phone rings and it's your sales manager. (One hour later.) "Just got back from lunch and heard the news about cancelling the remote. Thought you'd like to know both Angie and Ken called in, seems the news was announced at the Rotary luncheon today. The ACME Drug chain just cancelled their 6 p.m. news strip sponsorship, and word is that Third National is ready to pull all their schedules. Do you think,I mean, have you thought, that maybe we'd be better to do this thing."

"Everyone out of the office", you snap. Alone you think through the facts. The money was not raised in time. There is considerable negative information being spread about the station.

Should you decide to do this telethon after all?

CASE TEN

As news director of a network affiliated television station in Pleasantville, (a town of 40,000) you have watched your evening newscasts become the most viewed local news programs in the area. In addition to ratings-leading viewership, your news program has begun to win awards for its coverage of local events.

One morning your top correspondent shows up with a story regarding several members of a local high school wrestling team. Three team members had allegedly been caught at a meet the night before "mooning" a group of female cheerleaders from the host high school. The incident took place in the school parking lot. From what the reporter has found out, the wrestlers exposed themselves from the windows of their bus as a comment on locker room facilities at the host school. Two of the cheerleaders complained to the coach and their parents have followed up with phone calls to the local school superintendent.

According to your reporter, one of the student wrestlers is the son of the state senator representing your district. The senator has been an outspoken proponent for the need to impose stricter discipline in the public schools. He and his staff have also tipped your newspeople off to several stories in the past year and a-half that enabled you to score a beat on your competitors.

A school board hearing has been scheduled for 4:00 this afternoon to investigate the charges. The hearing will be closed on request from the students. As you send your reporter off to continue work on the story, the phone rings. It is the senator. He is calling to request that you play down the story. He notes this is the first time the boys have gotten in trouble in school, and all three are being pursued by college recruiters. Extensive adverse publicity would seriously damage their scholarship possibilities, and receiving financial aid is the only way the senator's son's friends will be able to afford college.

While this phone call is taking place your reporter runs in babbling about

headlining the 6:00 news with the story and using the tagline "Moon Over Pleasantville."

How will you handle the senator's request? What specific points will you try to make? How do you react to the reporter's idea?